





Symposium 2214 - Self-Determined Leadership And Motivation: Relating Two European Constructs Of Engaging Leadership And Six Dimensions Of Employee Work Motivation

Track: Leadership and followership
 What: Symposium
 Part of:  Fr-SYM-2214-3 - Developments In Engaging Leadership: Workplace Motivation, Dynamic Team Leadership And Teamwork That Improves Effectiveness, Quality And Innovation. (/sites/mcidublin/en/eawop-2017/schedule/153/Fr-SYM-2214-3+-+Developments+In+Engaging+Leadership%3A+Workplace+Motivation%2C+Dynamic+Team+Leadership+And+Teamwork+That+Improves+E
 When:  Friday May 19  03:00 PM to 04:00 PM (1 hour)
 Where:  UCD (/sites/mcidublin/en/eawop-2017/venues/2/UCD) - A005

Leadership and management

Leadership and followership

Fr-SYM-2214-1

Self-determined leadership and motivation: Relating two European constructs of engaging leadership and six dimensions of employee work motivation

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Main Abstract Content: Purpose Test two independent engaging leadership (EL) construct's prediction of work motivation.

Design Quantitative methods sampled Australian healthcare employees, twice (T1-T2=6 months, *N*_{T1}=131, response rate 53.2%, 62.4% male; *N*_{T2}=113, response rate 34.0%, 57.5% male). Measures: Engaging Transformational Leadership Questionnaire[®] with intercorrelated (*r*=.56-.76) multidimensional subscales, *showing genuine concern, enabling, being honest and consistent, networking and achieving, and being decisive*, that highly interrelate (ETLQ, Alban-Metcalfe & Alimo-Metcalfe, 2000). Engaged Leadership Scale[®] with intercorrelated items (*r*=.64-.85), and potentially multidimensional subscales, *strengthening, connecting, empowering and inspiring* (ELS, Schaufeli, personal correspondence, 2016). Multidimensional Work Motivation Scale has six reliable subscales, *α*=.71-.90 (Gagné, et al., 2015). Analyses: SPSS24 sub-scale optimisation was highly-reliable, *α*=.74-.98. AMOS24 SEM confirmed a superior-fitting, replicable and representative model nested within longitudinal data (CFI=.994, TFI=.991, RMSEA=.017).

Results Measurement residuals modelling found a consistent model in T1 and T2 data. EL, including both EL constructs, significantly negatively predicted Amotivation (*β*=-.31, *p*<.001), non-significantly predicted Social Extrinsic Regulation (*β*=.06, *ns*), Material Extrinsic Regulation (*β*=-.07, *ns*), and Introjected Regulation (*β*=.06, *ns*), and significantly positively predicted Identified Regulation (*β*=.30, *p*<.001), and Intrinsic Motivation (*β*=.49, *p*<.001), over time.

Limitations State-trait aggregation, self-report, one source.

Implications *Self-determined leadership* works in collaboration with *work motivation*. Leaders motivate using self-determined EL behaviours. Employees work using self-determined motivational patterns nurtured by the leader.

Value ETLQ and ELS are complimentary, independently viable, and valid, internationally. Constructs predict patterns of highly-intrinsic motivation.

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